

Management

Army Management Philosophy

**Headquarters
Department of the Army
Washington, DC
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SUMMARY of CHANGE

AR 5-1

Army Management Philosophy

This revision--

- o Integrates the principles of Total Quality Management into the Army management philosophy.
- o Prescribes the actions by which the Army management philosophy is practiced.
- o Prescribes the values and precepts upon which the philosophy is based.
- o Provides the principles and guidelines which form the framework for all Army management decisions.

Effective 13 July 1992

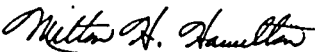
Management

Army Management Philosophy

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:


MILTON H. HAMILTON
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History. This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation establishes the

Army's philosophy of management. This philosophy is the capstone for the AR 5-series of management regulations. It will be used by Army leaders to develop sound management practices.

Applicability. This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve.

Proponent and exception authority.
Not applicable

Army management control process.
This regulation is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from HQDA(DACS-DMM), WASH DC 20310-0200.

Interim changes. Interim changes to this

regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency of this regulation is the Office of the Chief of Staff. Users should send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA(DACS-DMM), WASH DC 20310-0200.

Distribution. Distribution of this publication is made in accordance with the requirements on DA form 12-09-E, block number 3493, intended for command level B for Active Army, C for Army National Guard, and B for U.S. Army Reserve.

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* This regulation supersedes AR 5-1, 15 September 1983.

RESERVED

Chapter 1 Introduction

1-1. Purpose

This regulation establishes the Army management philosophy and the related management policies and responsibilities for the Total Army. In addition, it—

- a. Reemphasizes the Army's continuing pursuit of excellence through quality people, processes, products, doctrine, systems, equipment, facilities, and infrastructure to improve force readiness.
- b. Provides the principles and guidelines which form the framework for all Army management decisions.
- c. Reinforces the relationship between leadership and management.

1-2. References

Related publications are listed below.

- a. AR 600—20, Army Command Policy.
- b. AR 600—100, Army Leadership.
- c. FM 22—100, Military Leadership.
- d. FM 22—103, Leadership and Command at Senior Levels.
- e. FM 100—1, The Army.
- f. FM 100—5, Operations.
- g. DA Pam 600—80, Executive Leadership.
- h. U.S. Army War College Reference Text, Army Command and Management: Theory and Practice (published annually).

1-3. Explanation of terms

- a. *Leadership*. The process of influencing others to perform a task through providing purpose, direction, and motivation. Leadership includes setting and defining goals and giving purpose to the organization.
- b. *Management*. The process of acquiring, assigning priorities, allocating and using resources (people, money, materiel, facilities, information, and time) in an effective and efficient manner.
- c. *Total Army Quality*. A leadership philosophy and management approach. It is a leadership philosophy which empowers all individuals to build on the aggregate capabilities of our quality Army. As a management approach, Total Army Quality focuses on continuous process improvement to meet or exceed the expectations of internal and external Army customers.

1-4. Responsibilities

- a. The Director of Management, Office of the Chief of Staff, Army will revise and staff the Army management philosophy as needed.
- b. Leaders, commanders, and managers at all levels will implement the Army management philosophy through—
 - (1) Providing a clear vision.
 - (2) Employing an organized, systematic approach toward continuous process improvement.
 - (3) Ensuring efficient stewardship of and accountability for resources.
 - (4) Providing people with authority commensurate with their responsibilities.
 - (5) Actively developing people.
 - (6) Developing a climate which encourages and rewards openness, initiative, and change in the pursuit of quality.
 - (7) Listening and using their people's ideas and suggestions for job and process improvement, mission redefinition — and taking appropriate action.
 - (8) Providing people with the maximum responsibility appropriate to their capabilities.
 - (9) Establishing long term relationships with quality suppliers.
- c. Soldiers and Army civilians will seek better ways to do their jobs, to better define what their jobs should be, and discuss this with their supervisory chain.

- d. The quality of personal work is the responsibility of every soldier and Army civilian.

Chapter 2 Policy

2-1. Management philosophy

The Army management philosophy is to do the right things, the right way, for the right reasons, and to constantly strive for improvement.

- a. Management is the process of acquiring, assigning priorities, allocating, and using resources in an effective and efficient manner. It is an essential part of leadership. Management is inextricably linked with leadership—just as processes, doctrine, systems, equipment, and facilities are inextricably connected with the people who use them.
- b. Leadership focuses predominately on influencing people to do the right things for the right reasons, while management focuses essentially on the resources necessary to do things right.
- c. Anyone occupying a command, leadership, or supervisory position is a manager.

2-2. Vision

- a. America's Army is a partner in freedom which the nation can count on... A total force trained and ready to fight... Serving our Nation at home and abroad... A strategic force capable of decisive victory.
- b. This vision is the capstone for the Army management philosophy. It reflects the value the United States Army represents to the Nation as a versatile resource for ensuring national security, developing productive citizens and future leaders, preserving the environment, and protecting America's natural resources. The vision is firmly grounded in the leadership's commitment to a force of the highest quality that is trained and ready and continuously improving.

2-3. The Army imperatives

The following six imperatives serve as a guide to achieving the leadership's vision.

- a. Maintain a quality force — soldiers and civilians who are competent, educated, motivated, ambitious, and trained to work as a team.
- b. Maintain dynamic, realistic doctrine to guide actions on and off the battlefield.
- c. Maintain a force mix which satisfies our national security needs.
- d. Conduct demanding, realistic training as the cornerstone of readiness and the basis for credible deterrence and capable defense.
- e. Continuously modernize to improve warfighting capability.
- f. Develop competent, confident leaders.

2-4. Total Army values

The Army management philosophy supports a culture based upon a foundation of selfless service and honorable character. The four individual values of commitment, competence, candor, and courage serve as solid guides for Army managers at all levels on how to behave and make decisions. These individual values reinforce the institutional values of duty, integrity, loyalty, and selfless service.

2-5. Total Army precepts of management

The Army management philosophy is based upon the following precepts:

- a. Top management leadership.
- b. Satisfying or exceeding customer requirements.
- c. Strategic planning.
- d. Training.
- e. Recognition and reward.
- f. Empowerment, teamwork, and Total Army involvement.

- g.* Measurement and analysis.
- h.* Continuous process improvement.

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